# Introduction

With increase in the needs of customers around the world and availability of fewer resources in some locations, the point of equilibrium could not be met using the local production. To this very reason and others, people started outsourcing the deficit from other countries. Importation of the goods and services were done to cover the gap, and the suppliers on the other end were then considered to be exporters. This started by the exchange of goods in ancient history (barter trade) up to when the medium of exchange was put in place. Nowadays the impact of technology in export business has accelerated tremendously the size of the export transactions.

Today most countries with adjustment of foreign trade limitations encourage imports and foreign activities. And on the other hand, they made export development as their growth strategy. These policies and procedures have facilitates the entry into foreign markets. But, markets penetrate and marketing activities has become harder than before due to intense competition among companies. It has created challenges for marketers.

Marketing strategy is a means by which firms respond to competitive market conditions. The purpose of developing an export market strategy is to overcome a perceived barrier to exporting and attempt to optimize some objective function.

The importance of marketing strategy to achieve organizational profits has been proven in determining the company performance effectively. Many industries have formulated aggressive strategies by implementing creative strategies on their products or services in order to increase organizational profits and sustainable competitive advantage. Global competition has put great pressure on export-based companies to set new and effective strategies in order to compete in the world market. However, some of the strategies implemented are not as successful as expected. Therefore, the need to focus on export marketing strategy on export performance in a single industry would give better understanding, whilst adding new insights into international marketing literature.

## Export marketing strategy

Export marketing means exporting goods to other countries of the world. It involves lengthy procedure and formalities. In export marketing, goods are sent abroad as per the procedures framed by the exporting country as well as by the importing country. Export marketing is more complicated to domestic marketing due to international restrictions, global competition, lengthy procedures and formalities and so on. Moreover, when a business crossed the borders of a nation, it becomes infinitely more complex. Along with this, export marketing offers ample opportunities for earning huge profits and valuable foreign exchange.

Traditionally, marketing strategy has been decomposed into the four elements of the marketing mix, i.e. product, pricing, place and promotion.

a) ***Export product strategy***

Export product strategy refers to the degree that a firm standardizes or adapts its products. For exporters serving dissimilar customer segments throughout the world, standardization may alienate foreign customers who might switch to another product that better fulfills their needs. Firms engaging in product adaptation can meet cross-border differences of the needs and wants of the firm's target customers, thus increasing customer satisfaction and overall performance

.

b) ***Export pricing strategy***

Firms are able to ensure responsiveness to changing market conditions, competitive situations, and environmental forces through the employment of adaptive pricing strategies. Prior research suggests that pricing adaptation allows a firm to adjust to local competitive conditions, thus enhancing its ability to position itself in the market, resulting in export success.

c) ***Export Place strategy***

Export channel strategies can be classified as direct or indirect. Direct exporters, i.e. those exporters selling directly to an importer or buyer located in a foreign market are responsible for the directing of activities associated with export sales, requiring the exporter's commitment in terms of attitudes and behavior for export success.

Direct exporting has several advantages; for example, it can lead to better knowledge of export markets due to direct contact, increase export profitability by absorbing part of the gross margin provided to trading companies, etc.

Alternatively, exporters engaging in indirect exporting use independent intermediaries to market the firm's products overseas. These intermediaries employ their network of foreign distributors and their own sales force

Previous research suggests that successful exporters employ more direct exporting than indirect exporting. Exporters employing a direct channel strategy have greater access to market information and are able to adapt more quickly to changes in the marketplace than exporters pursuing in an indirect channel strategy.

d) ***Export Promotion strategy***

Advertising and trade promotions are two categories of export promotion. Exporters who have a greater commitment to their export markets will incur higher levels of advertising expenditures, resulting in higher performance than exporters that are less committed to their export markets.

In addition to advertising, trade promotions (e.g. buying allowances, free goods, co-operative advertising) can be used by an exporter to enhance export performance. Supporting a distributor in the export market can lead to a co-operative partnership between the exporter and the distributor, increasing export performance.

## Trends in India's Foreign Trade

### India's Trade Performance

India's merchandise exports reached a level of US $ 304.62 billion during 2011-12 registering a growth of 21.30 percent as compared to a growth of 40.49 percent during the previous year. Despite the recent setback faced by India's export sector due to global slowdown, merchandise exports still recorded a Compound Annual Growth Rate (CAGR) of 20.3 per cent from 2004-05 to 2011-12.

### World Trade Scenario

As per IMF's World Economic Outlook January, 2013, the volume of world trade (goods and services) in 2012 slowed down to 2.8 per cent compared to the 5.9 per cent achieved in 2011.

As per WTO's International Trade Statistics, 2012, in merchandise trade, India is the 19th largest exporter in the world with a share of 1.7 per cent and the 12th largest importer with a share of 2.5 per cent in 2011**.**

### Exports

Exports recorded a growth of 21.30 per cent during Apr-Mar 2011-12. The Government has set an export target of US $ 360 billion for 2012-13. The merchandise exports have reached US $ 265.95 billion in 2012-13 (Apr.-Feb.).

### Imports

Cumulative value of imports during 2012-13 (Apr.-Feb.) was US $ 448.04 billion as against US $ 446.94 billion during the corresponding period of the previous year registering a growth of 0.25 per cent in $ terms. Oil imports were valued at US $ 155.57 billion during 2012-13 (Apr.-Feb.) which was 11.92 per cent higher than oil imports valued US $ 139.00 billion in the corresponding period of previous year. Non-oil imports were valued at US $ 292.47 billion during 2012-13 (Apr.-Feb.) which was 5.03 per cent lower than non-oil imports of US $ 307.94 billion in previous year.

### Trade Balance

The Trade deficit in 2012-13 (Apr.-Feb.) was estimated at US $ billion 182.09 which was higher than the deficit of US $ 169.81 billion during 2011-12 (Apr.-Feb.).

## Gems and Jewellery

Gems and jewellery are being used by the Indians since ages for both its aesthetic as well as investment purposes. India has the distinction of being one of the first countries to introduce diamonds to the world. The country was also one of the first countries to mine, cut & polish, and trade in diamonds.

The gems and jewellery industry may be categorized broadly into:

- Gemstones: Diamonds, coloured stones - precious, semi precious and synthetic stones;
- Jewellery – plain gold, studded, silver, costume jewelleries; and
- Pearls.

The two major segments of the industry are gold jewellery (covers around 80% of the jewellery market) and diamonds. India is one of the world's largest manufacturers of cut and polished diamond with an aggregate contribution of approx. 60% of the world's supply in terms of value and 80% in terms of volume. The industry contributes more than 17% towards the total export in India and provides employment to 1.5 million people directly and indirectly. The global market for gems and jewellery is over USD 100 billion with major contribution coming from India, Italy, China, Thailand and USA.

This industry has been one of the fastest-growing sectors in India in the past few years. The industry has gained global popularity because of its talented craftsmen, its superior practices in cutting and polishing fine diamonds and precious stones, and its cost-efficiencies. The industry has been vital to the Indian economy as well; during 2012-13, the sector accounted for around 17% of the country's total exports.

The gems and jewellery sector in India is highly export-oriented, labour intensive and a major contributor to the foreign exchange earnings; therefore, the Indian government has declared the sector as a thrust area for export promotion.

## Regulating Bodies for Gems and Jewellery industry

**Gems & Jewellery Export Promotion Council (GJEPC)**: Established in 1966, the GJEPC is the apex body of the Indian gems and jewellery industry, and has around 6,500 members across India. The primary goal of the Council is to introduce the Indian gems and jewellery to the international market and to promote their exports. The Council provides market

information to its members regarding foreign trade inquiries, trade and tariff regulations, rates of import duties, and information about jewellery fairs and exhibitions.

***Gem & Jewellery Trade Council of India (GJTCI):*** The GJTCI was founded in 2000, and is tasked with resolving any issue arising from trade in gems and jewellery. It plays an important role in showcasing the Indian gems and jewellery to the international as well as the domestic market. Like the GJEPC, GJTCI also provides information to its members through a monthly newsletter, various educative and trade-motivational events such as seminars, workshops, exhibitions, festivals etc.

***The Bureau of Indian Standards:*** The Bureau of Indian Standards (BIS), the National Standards Body of India, is a statutory body set up under the Bureau of Indian Standards Act, 1986 and is responsible for hallmarking gold jewellery in India.

**Foreign Direct Investment Policy**

- At present, the Indian government allows 100% foreign direct investment (FDI) in gems and jewellery through the automatic route.
- For exploration and mining of diamonds and precious stones FDI is allowed up to 74% under the automatic route.
- For exploration and mining of gold and silver and minerals other than diamonds and precious stones, metallurgy and processing, FDI is allowed up to 100% under the automatic route.

**India Gems and Jewellery Exports**

The global market for Gems and Jewellery today is over USD100 billion with jewellery manufacturing dominated by a handful of countries like India, Italy, China, Thailand and the USA.

Exports of gold jewellery from India stood at US$ 441.4 million while the total gems and jewellery exports amounted to US$ 2.49 billion in July 2013, the GJEPC reported. Silver jewellery exports increased by 184 per cent to US$ 109.69 million. Gems and Jewellery accounted for 17 per cent of the total exports from India in 2012-13.

**Export of Gems and Jewellery**

| Year | Export of Gems & Jewellery (USD Billion) | % Share of Gems & Jewellery in India's total Export | Gold (USD Billion) | Diamond (USD Billion) |
|---|---|---|---|---|
| 2008-09 | 24.49 | 15.36% | 8.61 | 14.80 |
| 2009-10 | 28.41 | 16.34% | 9.42 | 17.54 |
| 2010-11 | 42.99 | 17.40% | 12.88 | 28.25 |
| 2011-12 | 42.83 | 15.45% | 16.78 | 23.31 |
| 2012-13 | 39.03 | 14.57% | 18.28 | 17.41 |

*Source: Gems and Jewellery Export Promotion Council

The India's export of gems & jewellery industry had been consistently growing till 2010-11; which was driven by increase in domestic demand as well as increase in the prices. However, it has moderated in the last two years i.e. 2011-2012 and 2012-2013 due to economic uncertainty, government regulations and fluctuation in the exchange rate.

## Review of Literature

1. Jensen Kim and Davis George (1998) identified in their study **"An analysis of export market strategies and barriers perceptions by U.S. agricultural HVP exporters"** barriers perceived by agricultural exporters and examined how these perceptions influence use of export market strategies. This study shows that perceptions about import restrictions influence the use of diversification of exports across products, competition influences use of competitive export pricing, and overseas product regulations affect product adaptation for export markets.[1]

2. Lages Filipe Luis, (2000), reviews the articles published between 1993 and 2000 in his study **"A concept framework of the determinants of export performance: recognizing key variables & shifting contingencies in export marketing"** to assesses the effect of export marketing strategy elements on firm export performance. In this study detailed analysis on dimensions of export marketing strategy elements are done. Export marketing strategy elements are classified as price marketing strategy, product marketing strategy, promotion-marketing strategy, and place marketing strategy.[2]

3. Cuyvers Ludo, Dumont Michel & Leelakuthanit Orose (2000), in their study **"Competitiveness in the gems, diamonds and jewellery business: a comparative analysis between Belgium and Thailand"** compared Belgium and Thailand diamond and jewellery firms. This study investigates the factors affecting export performance of Thai and Belgian diamond and jewellery firms.[3]

4. Emmanuel Badaza (2002), describes her study **"Firm characteristics, management attitudes, and export performance in fruit sector"** the relationship between firm characteristics, management attitudes and export marketing strategy on export sales performance of fruit exports in Uganda. The study found out that managers in fruit exporting firms have under looked export risks, perceived barriers, export motivations, management education and experience which are internationally reported to be key drivers of Export marketing strategy.[4]

5. Nargundkar Rajendra and Chetan Bajaj (2002) analyses in their study **"International marketing strategy for Indian companies: value, image and other issues"** marketing strategies for Indian companies concerning their image and value addition process. This study concludes that a fresh approach by individual companies is required for international marketing strategy. At its core must be the two factors - value-added, preferably branded products or services, and the cultivation of a high quality image.[5]

6. Julian Craig (2003), identifies in his study **"Export marketing performance: a study of Thailand firms"** the key factors that influence export marketing performance of Thai export firms. According to this study the four factors

contributing significantly to the variation in the export marketing performance of Thai export ventures were competition, commitment, export market characteristics and product characteristics.[6]

7. Chung F.L. Henry (2006) explores in his study **"International marketing standardisation strategies analysis: A cross-national investigation"** the international marketing standardisation (IMS) by investigating the choice of IMS for industrial product and non-industrial product operators and firms from Australia and New Zealand. In this study, the main effect and the interaction methods are used to achieve the research objectives. Main effect factors are marketing environmental and consumer factors, product type, nationality, international business experience and Performance.[7]

8. Azaze and Sidin Samsinar (2008), investigate in his study **"Impact of environmental factors as moderator on export marketing performance in wooden furniture industry"** the export performance in the Malaysian wooden furniture industry. Researcher examinees the impact of export marketing strategy and the moderating effect of environmental factors on the relationship between export marketing strategy and export performance. This study reveals that export marketing strategy has no direct relationship on export performance in Malaysian wooden furniture industry. Though, certification does moderate positive relationship between product adaptation, distribution strategy and design strategy on export performa`nce, but it also moderate negative relationship of promotion adaptation and target market specification on export performance in Malaysian wooden furniture industry.[8]

9. Paulino U. Santos-Amelia (2008) focused in her study **"Export productivity and specialization in China, Brazil, India and South Africa"** on understanding the patterns of export productivity and trade specialization in China, Brazil, India and South Africa. A time varying export productivity measure using highly disaggregated product categories are estimated, and the determinants of export productivity are analyzed. The findings indicate that export productivity is mainly determined by real income and human capital endowments.[9]

10. Liargovas Panagiotis and Skaldalis S. Konstantinos (2008), examined in their study **"Motives and marketing strategies of Greek companies exporting to South-East European markets"** various internal, external and strategic factors that affects the motives and marketing strategies of Greek firms exporting to South-East European markets. This study suggest that success in exports can be achieved through differentiated marketing strategy as regards price, promotion, product, placement/distribution with elements of the general export strategy such as market research and training.[10]

11. Subhani Imtiaz Muhammad, (2008) investigated in his study **"Determinants of export performance in textile industries of Pakistan",** the interdependency between

dependent variables and independent variables of export performance. The investigation suggest that the past performance satisfaction is the only important determinant for expected short-term performance improvement.[11]

12. Marandu Edward, (2009) compared in his study **"Strategy factors associated with the export performance of manufacturing firms"** the export structure of high performance exporter firms from low performance exporter firms export structure in Tanzania. According to researcher the export performance that the firm achieves is associated with certain structural characteristics of firms, in particular the, administrative structure, ownership structure, firm demographics and management demographics.[12]

13. Kolachi Ali Nadir, Batavia Rahim Abdul (2012), analyzed in their study **"Impact of export marketing strategies on organizational performance: evidences from Pakistani textile sector"** the role of export marketing strategies in export performance for the Pakistani textile sector. Marketing mix elements are used to study the export performance. Study reveals that, out of the four marketing mix elements, pricing adaptation is the most common tool frequently adopted by textile companies of Pakistan in order to enhance their export followed by product adaptation. But not much focus is given on promotion and distribution.[13]

14. Ogunmokun O Gabriel, Li, Ling-yee (2012), identified in their study **"The effect of manufacturing flexibility on export performance in China"** that there is significant difference between successful and unsuccessful export ventures with respect to the firm's flexibility in adapting their manufacturing in the area of physical distribution to the environment. The major implication of the findings of this study is that organizations that are not flexible in their manufacturing may be hindering the performance of their export ventures that is necessary for sustaining the survival of their operations.[14]

15. Peyman Najmeh, Karimi Ozhan and Danaee Habibollah (2013), investigated in their study **"Investigating the influence of firm characteristics on export marketing strategies and export performance"** the relationships among firm characteristics, export marketing strategies as well as export performance on the export of medical disposable products in Malaysia. This study indicate that among investigated factors, market knowledge and research, commitment, international experience, and innovation affect marketing strategies and the choice of standardization or adaptation.[15]

## Research Gap

The following table present summary of various articles that has been reviewed.

| S no. | Author | Study | Scope | Year |
|---|---|---|---|---|
| 1 | Jensen Kim and Davis George | An analysis of export market strategies and barriers perceptions by U.S. agricultural HVP exporters | U.S. agricultural High Value Product exporters | 1998 |
| 2 | Cuyvers Ludo, Dumont Michel & Leelakuthanit Orose | Competitiveness in the gems, diamonds and jewellery business: a comparative analysis between Belgium and Thailand | Belgium and Thai gems, diamonds and jewellery business | 2000 |
| 3 | Lages Filipe Luis | A concept framework of the determinants of export performance: recognizing key variables & shifting contingencies in export marketing | Articles published between 1993 and 2000 on export performance | 2000 |
| 4 | Emmanuel Badaza | Firm characteristics, management attitudes, and export performance in fruit sector | fruit exporters in Uganda | 2002 |
| 5 | Nargundkar Rajendra and Chetan Bajaj | International marketing strategy for Indian companies: value, image and other issues | Indian companies | 2002 |
| 6 | Julian Craig | Export marketing performance: a study of Thailand firms | Thai export firms | 2003 |
| 7 | Chung F.L. Henry | International marketing standardisation strategies analysis: A cross-national investigation | Industrial product and non-industrial product operators and firms from Australia and New Zealand. | 2006 |
| 8 | Azaze and Sidin Samsinar | Impact of environmental factors as moderator on export marketing performance in wooden furniture industry | Malaysian wooden furniture industry | 2008 |

| | | | | |
|---|---|---|---|---|
| 9 | Paulino U. Santos-Amelia | Export productivity and specialization in China, Brazil, India and South Africa | China, Brazil, India and South Africa. | 2008 |
| 10 | Liargovas Panagiotis and Skaldalis S. Konstantinos | Motives and marketing strategies of Greek companies exporting to South-East European markets | Greek firms exporting to South-East European markets. | 2008 |
| 11 | Subhani Imtiaz Muhammad, | Determinants of export performance in textile industries of Pakistan | Pakistani textile sector | 2008 |
| 12 | Marandu Edward | Strategy factors associated with the export performance of manufacturing firms | Manufacturing firms of Tanzania | 2009 |
| 13 | Kolachi Ali Nadir, Batavia Rahim Abdul | Impact of export marketing strategies on organizational performance: evidences from Pakistani textile sector | Pakistani textile sector | 2012 |
| 14 | Ogunmokun O Gabriel, Li, Ling-yee | The effect of manufacturing flexibility on export performance in China | Manufacturing units in China | 2012 |
| 15 | Peyman Najmeh, Karimi Ozhan and Danaee Habibollah | Investigating the influence of firm characteristics on export marketing strategies and export performance | Medical disposable products in Malaysia | 2013 |

Based on the above table, researcher has identified as follow-

a. Not many researches are done on export marketing strategy in India.
b. No study is conducted for Gems and Jewellery industry of India related to Export marketing strategy.

## Significance of the study

There have been a number of valuable studies done in various fields and regions of International Marketing Strategy as mentioned. However, none of these studies have concentrated on Gems and Jewelry Export Industry Marketing strategy. A useful approach in this field is to understand the performance differences between exporters, i.e. why are some firms more successful than the others in their export operations. Is it because of different strategies or managerial attitudes?

Researcher wishes to analyze relationship between firm characteristics, export marketing strategy and performance of Gems and Jewellery sector in India. The study is significant in a manner that very few attempts are made so far to estimate export marketing strategy for the case of India's Gems and Jewelry industry

Researcher is taking Gems & Jewellery industry, as it constitutes nearly 17% of India's export in 2012-13. India is even considered to be the hub and one of the most competitive jewellery markets in the world owing to its lower costs of production and availability of highly skilled labour. The study will help in identifying the significant factors affecting export performance in the Gems & Jewellery industry of India.

## Objectives of Study

- To identify factors affecting marketing strategies of Gems and Jewellery firm
- To determine the relationship between firm characteristics and export marketing strategies
- To analyze the impact of export marketing strategies on export performance
- To identify the problems faced by export firms
- To identify appropriate marketing strategies for gems and jewellery industry

## Hypotheses

- Ho1- There is no significant relationship between firm characteristics and export marketing strategies.
- Ho2- There is no impact of export marketing strategies on export performance.

## Variables

Following variables will be used in the study:

**Firm Characteristics:**

- number of employees,
- number of years in exporting,
- diversity of exporting,
- existence of exporting knowledge in the company

**Export marketing strategy:**

- examining the existence of a marketing mix
    - product
    - place
    - price
    - promotion
- marketing research utilization,
- export planning & control

**Export Performance:**

- past export sales values,
- perceived sales goals/objectives,
- perceived export satisfaction,
- perceived sales satisfaction

# Methodology

**Research design**

A research design is a procedural plan that is adopted by the researcher to answer questions validity, objective, accurately and economically.

Exploratory and descriptive design will be used for this study.

**Universe**

Universe is the total number of units from which data can be collected, such as individuals, artifacts, events or organizations.

The population of the study consists of firms operating in Gems and Jewellery Industry who are directly involved in export of any or all kind of Gems and Jewellery products and are member of Gems and jewellery export promotion council of India. There are about 6500 member of Gems and jewellery export promotion council of India.

**Scope**

GJEPC(gems and jewellery export promotion council) award winners in 2012-13. Every year GJEPC announces winners for excellence in exports, 2012-13 was its 40th award function. Awards are given to highest exporters for various categories. Respondent selected are from Mumbai, Jaipur and Surat, as these cities are major contributor of Export of Gems and Jewellery industry in India.

| **Primary Data** | | |
|---|---|---|
| **Respondents** | **Description of Award** | **City** |
| 1. Jodhani Brothers | cut & polished diamonds | Mumbai |
| 2. Narola Gems | cut & polished diamonds | Surat |
| 3. Kiran Gems Pvt. Ltd | cut & polished diamonds | Mumbai |
| 4. Dharmanandan Diamonds Private Limited | cut & polished diamonds | Mumbai |
| 5. Shree Ramkrishna Exports Private Limited | cut & polished diamonds | Mumbai |
| 6. Vaibhav Global Limited | silver jewellery | Jaipur |
| 7. RMC Gems India Limited | cut & polished colored gemstones | Jaipur |
| 8. Amrapali Exports | Costume / Fashion Jewellery | Jaipur |
| 9. Hari Krishna Exports Private | Most Innovative Company | Mumbai |

| | | |
|---|---|---|
| Limited | | |
| 10. Bharati D. Shah (B R Designs) | Best Women Entrepreneur | Surat |

**Data Collection**

The research will be based on primary and secondary data.

- **Primary data**- Primary data will be collected through structured Questionnaire.
- **Secondary data-** Secondary data will be sourced from organizations such as Gems and Jewellery Export Promotion Council, All India Jewwellers' Association and Jewellers Association Jaipur. Information such as- export figures and trends, list of gems and jewellery exporters, existing literature on gems and jewellery exports and others will be collected from various books, Magazines, journals available on the subject.

**Analysis of Data**

- Data so collected will be tabulated suitably for the purpose of the analysis.
- Likert Scaling technique will be used.
- Appropriate statistical tools like arithmetic mean, standard deviation, coefficient of variation, correlation analysis, cross tabulations and diagrammatic presentation will be used for interpretation of data.
- Appropriate inferential statistical tools like Chi-square test, ANOVA etc. will be applied for hypothesis testing.

## Limitations of the Study

The study may have some limitations.

**The proposed study will be divided into following chapters:-**

Chapter 1 : Introduction

i. Marketing strategy

ii. Export Marketing Strategy

Chapter 2 : Gems and Jewellery sector of India

i. Overview of Gems and Jewellery industry in India

ii. Trends in Gems and Jewellery industry in India

iii. Government Policies and Initiatives

Chapter 3 : Methodology

i. Introduction to Research Methodology and Research Design
ii. Review of Literature
iii. Significance of the study
iv. Objectives of the Study
v. Hypothesis
vi. Plan work and Methodology
vii. Sampling and Data Collection Methods
viii. Statistical Tools for Hypothesis Testing
ix. Limitations of the Study

Chapter 4 : Data Analysis and Interpretation

i. Data Collection

ii. Data Analysis

iii. Data Interpretation

Chapter 5 : Conclusion

i. Findings

ii. Suggestions

iii. Scope for further study

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Appendix

Questionnaire

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